

Conference Paper

How Leaders Function in Higher Education Institutions

Khasdyah Dwi Dewi Setyoningtyas^{1*}, Leysi Riquelme², Lina Mahardiana³¹Faculty of Psychology, Universitas Negeri Malang, Malang, Indonesia²Interamerican University of Panama, Panama, Central America³Faculty of Economics and Business, Universitas Tadulako, Palu, Indonesia**Abstract.**

Higher education institutions are frequently regarded as elegant organizations. However, conflicts still arise, necessitating the development of strategies by leaders to resolve them. The purpose of this study was to describe how leadership functions in higher education institutions. The methodology was qualitative phenomenological. The results discovered that leadership emerged as a result of organizational conflict. The spirit of leadership develops and grows as a result of resolving conflict personally, comprehending corporate culture, and having a plan for leading the organization. In conclusion, if the leaders have dedication and voluntarism, the organization will endure and find a way to accomplish goals.

Keywords: Strategic leadership; Higher education institute; Organization

Corresponding Author:

Khasdyah Dwi Dewi

Setyoningtyas; email:

khasdyah.dwi.fpsi@um.ac.id

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1. Introduction

The organizational structure of higher institutions differs significantly from that of high schools. Most student groups in tertiary universities already have Articles of Association /Bylaws (*Anggaran Dasar/Anggaran Rumah Tangga* a.k.a. AD/ART), which indicates that the organization has applicable rules that every one of its members must abide by. AD/ART demonstrates that institutes of higher learning have organizations that instruct students on professionalism [1].

Higher education student organizations emphasize fostering authentic student learning processes by organizing and fostering connections with diverse stakeholders. The organization should thrive and function well to improve the perception of higher education institutions. Undoubtedly, a factor in whether or not the organization's expectations are met is the role that students play there. [2]. Therefore, in actual practice, it takes a leader among the students to motivate their group to produce the desired results.

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For the benefit of organizational life, the leader's position in student organizations comes with several difficulties and obligations [3]. Leaders must deal with various issues relating to ambiguity and the business's state daily. While the condition is characterized as the organization's management membership system, which alternates and is unpredictable, the problem at hand is the organization's process of routines and job descriptions for each position, whose implementation still needs to be more professional. Due to these circumstances, the leader's relationship with the organizational board members is crucial [4]. The essence of leadership is persuading subordinates to continue working for the organization to accomplish the performance achieved [5]. Therefore, the leader of this organization must have the authority to persuade its members or followers to remain, participate in, and carry out organizational tasks. Organizations also consider how effectively a leader persuades followers to stay engaged [6]. As a result, organizational leaders, particularly those in student organizations, have ingrained leadership beliefs within themselves to persuade their members to work toward the organization's performance goals [7].

The intra-campus organization, the Graduate Student Association (HMP), reflects the ambiguity surrounding student organizations. Following the wishes of postgraduate students to serve the community, HMP was founded in 2006. Due to his conflicting interests with other organizations, the chairperson experienced the unpredictability of student organizations. In order to accomplish organizational objectives, the chairman's job requires the subject to communicate the HMP's vision and mission to daily and general management members.

The HMP chairman's involvement in guiding the board and bringing the HMP's condition back in line with the desired outcomes will be covered in more detail in this study. The procedure will outline the methods, principles, and tactics leaders employ to address the issues they encounter. In addition to discussing, this study will outline the steps leaders take to adopt attitudes based on their experiences.

1.1. Organization and Leadership

A method of achieving a goal is organization. The approach will expose the company to ever-changing circumstances and conditions [8]. This organizational transformation may take the shape of development and advancement on the part of the organization, not the least of which are setbacks [9]. These circumstances force the organization to be able to endure any circumstances that hinder its execution. Various sorts of performance efficiency from the organization's members are necessary to survive.

The following performance in the leadership process requires demonstrating process dependability and efficiency. Organizations frequently utilize efficiency to demonstrate performance that minimizes each activity and maximizes current goals and resources [10]. Leaders must consider this efficiency because it might be a competitive tactic to acquire organizational advantage—leaders who know the effectiveness of organizational growth and goal-achieving methods. In essence, efficiency is a goal of every organization, and leaders are responsible for ensuring that efficiency is achieved. Similar to efficiency, it is explained that reliability is a procedure for protecting the business against unimportant things like faults, poor quality, or unwelcome events. [5]

The monitoring and prevention of organizational inefficiencies is a crucial responsibility of leaders. Leaders are involved in decision-making but act as the brains behind their followers' success, ensuring that the organization functions in a way that promotes goal achievement. Understanding the organization's relationships or human resources is crucial for strategic leaders. [11] The human aspect is a highly precious resource, it was explained. Humans are regarded as human capital since they possess skills that may be applied to organizational success. Of course, a leader can foresee and select which members of this human capital will be needed to collaborate in reaching corporate objectives. Leaders may effectively perform their organizational jobs by having solid human capital.

1.2. Leaders and Followers

Members are assisted in becoming followers by leadership through a continuing process. These subordinates are seen as organization members capable of doing various activities that need to be done, but only a little. The method of wanting to know clearly what the organization wants with appropriate monitoring and oversight will only function to that extent under these circumstances. The leader's position is a guide to achieving objectives. [10] There is a process of developing self-control, and these people may accept responsibilities and commitments have trust in and care about what they are doing, as opposed to followers or followers who have thoughts for themselves. [4]

Followers are devoted individuals; they are dedicated to something, such as a set of objectives, a cause, a vision for what the group is and can become, a set of convictions about what it ought to teach and learn, or a set of norms and values they uphold: a notion [8]. Therefore, it is clear that subordinates are not devoted to causes, ideals, or ideologies because, at this level, they only obey rules and regulations. Of course, this highlights a critical distinction between subordinates and followers, with the latter

establishing themselves as human capital capable of contributing ideas, opinions, and judgments to improve the organization.

2. Method

This study uses a qualitative method to describe a phenomenon regarding the approach used by phenomenology to simplify and elucidate the events under study. In-depth explanations of the imparting of meaning based on personal experience are revealed by phenomenological research [12]. This study explains what it means to be a leader in a higher education organization. In particular, student organizations that subtly demand a chairperson with a leadership model enable their members to unite and be capable of actively participating in attaining objectives. An overview of the leader's actions and viewpoint on his leadership role in student organizations will be learned via in-depth interviews. An overview of the concept of leadership can be produced by comprehending the role created by the organization's leader.

A sampling approach is used to choose subjects based on how closely they align with the direction of the phenomenon under investigation. Of course, purposive sampling is used in qualitative research, which implies that the piece is chosen based on the needs and fit of the sample with the analysis [13]. The chairman of the intra-campus organization was the basis for this study's sample selection. The concept and theory of leadership are used to determine the chairman's sampling (concept or theory sampling strategy). Following this sampling technique, respondents who could describe the function and importance of leadership in student organizations were found.

The subject could go into great detail regarding his leadership values while holding the organization's chairman position since the data collection was done through interviews using the in-depth interview technique. For researchers to be able to gather information and data to disclose the phenomena that occur, in-depth interviews are crucial [12]. Therefore, researchers need recording tools to gather data while conducting the study.

3. Result

The value of leadership implemented by a leader in organizations in tertiary institutions is discussed in this research, based on the findings of in-depth interviews. According to the background information provided, student groups will encounter a variety of unknown circumstances and situations. The chairman's function as a leader is no longer

seen as an administrative one but as one that will move the firm closer to its objectives. For an organization to demonstrate the intended performance, a leader must be able to influence the company and its members to simplify organizational activities.

Based on the interviews findings, the subject acquired various personal ideas and behaviors throughout his leadership process. According to the subject's experience, the organization has principles and leadership roles.

The HMP was established in 2006 to allow postgraduate students to devote their time to society. Based on this objective, HMP has developed into one of the current organizations due to its benefits to the University, the general public, and postgraduate scholars. HMP is the organization that is required. This organization is essential and must survive due to HMP's role.

The subject's leadership position is crucial to the organization's ability to maintain HMP. Issues are so because conditions for student organizations are always uncertain. According to the findings of the interviews, the subject's main obstacle to exercising his leadership was the opposition he faced from various parties advocating the interests of particular groups. For HMP to become an organization with a single aim focused on something other than specific interests, the chairman had to take certain steps in response to this problem. This activity will serve as the basis for further investigation of the chairman's leadership ideals and roles in influencing and restoring stability to the business.

As chairman of the HMP, the subject's responsibility is to bring together the opposing parties. Subject to the belief that maintaining peace or re-joining the party will give HMP board members stable circumstances. The subject's strategy for swaying the opposition party is the friendship strategy. The fact that the subject showed up at the party and interacted with guests without showing interest in the organization is proof of this. Because it creates a comprehension of one organizational aim, the subject interprets this technique as emotional. The subject states that the chairman's responsibilities extend beyond the management's term in office and that the current draft plan becomes a collective vision for the organization's future.

The chairperson's goal is to overcome the difficulty of the opposing issues that happened in HMP. This opposition is connected to how disagreements among party youth leaders affect the organization. This conflict has established significant annual deliberations that always result in pandemonium. As a manager, the chairman wants the yearly commotion to remain the same way he does business. The chairman intends to accomplish this, which is a doable objective.

The subject learned this important lesson through his experience teaching the Koran in a tiny hamlet near Yogyakarta while learning how to plan and become a leader with a long-term strategy. The village can grow even though the management changes yearly since the participants learn to trust one another. This serves as the subject's motivation for continuing the long-term plans he has created at HMP. Everything the subject did was solely motivated by his desire to maximize the HMP's performance. This is the sincerity of the topic's objectives, which becomes a tool for persuading its members to contribute to the organization.

4. Discussion

In an organization, the formation of a leadership position is inextricably linked to the presence of less stable or even unstable conditions or circumstances. Student organizations that rely on optional participation foster an unsteady movement within the organization. Even the organization's external environment has the potential to destabilize its current state. A bright spot for the organization's survival in these circumstances is the active role and participation of the leaders. Leaders committed to the organization will be able to build one that exists and even accomplish a goal.

One facet of an organization's existence is the role of the leader. [14] that elevates the chairman to a structural position in managing the business to accomplish its objectives. According to the research findings, the subject is dealing with an unstable organizational situation. Beginning with his election as chairman against opposition candidates supported by numerous influential Indonesian parties, the situation became unstable because of his position as chairman.

4.1. Assess the Leader's Role

Organizational hazards make leadership roles more and more necessary [10]. Conflicts that develop within the organization may lead to unsafe conditions. The leader displays his leadership values due to these circumstances and scenarios. The value of this leadership also ends with the leader's behavior.

The process of breaking agreements amongst candidates until parties opposed to the organization developed in this study was a sign of unsafe conditions. Organizational unrest is caused by the existence of parties that carry out this resistance, one of which is a decline in organizational members. This catalyzes the leader to mediate stakeholder

conflicts to maintain unity. As a result, the leader's motive becomes a factor in decision-making [15]. As a result, the subject has a humility value, which is the understanding that no one's talents are superior to or inferior to another's. The strengths of this modest leader are the ability to recognize the specialness and privilege of each team and the capacity to help others feel important in their lives. Consequently, the leader's pleasure depends on the other people in the organization [16].

Since honesty is a quality learned from childhood, it becomes ingrained in the subject's leadership style. The subject demonstrated that the subject constantly values integrity in performing their obligations and duties as chairman. A leader's commitment to honesty is what the value of integrity means. Integrity is characterized by a sense of accountability, trust, transparency, a refusal to grumble easily, adherence to laws and norms, independence, time management skills, professionalism, compassion, and attitude [17]. According to the subject's description, when a person lives up to their standards of integrity, it inspires confidence in other people.

The topic also promotes growth and learning. This score shows that the subject continues to experience the learning process while organizing and growing in the decision-making process. The leader's capacity to learn and adapt is demonstrated by his ability to select an effective strategy for organizational circumstances [18]. A learning culture is a trait displayed. Additionally, leaders can gain additional knowledge, contribute insight, allow people to have dialogues, and add experience, broad knowledge, and insight [19].

The subject ventured and willingly reconciled the opposing parties with the use of friendly language and an emotional approach at the stage of the subject's determination to attain organizational stability. Making dangerous judgments is connected to the bravery process [14]. A leader's ability to act to serve the greater good is what courage means. Taking a position despite challenges with inclusive and justice services [20].

Considering this, the subject proves their leadership role through four ideals. Humility, integrity, learning and progress, and courage are current values. Due to this attribute, the subject's leadership role and behavior can impact other team members, reducing disagreements and existing issues. Because internal conflict is relatively low, the company has yet to reach the point of organizational stability.

4.2. Leader Plans and Strategies

Although the subject's leadership style is influenced by several issues, difficulties, and organizational conflicts, this is not necessarily dampened by enthusiasm for reaching better organizational goals and plans than the previous year [21]. The topic focuses

on the accomplishment of both short-term and long-term procedures. In the near term, the focus is on the organization's internal strife, but in the long term, the organizational development process considers the external environment. These plans represent the accomplishment process that the subject carried out by utilizing the several leadership techniques subject possesses.

Subjects with obvious leadership values resolve conflicts and issues that develop inside the business, starting with short-term goals. This explanation causes the subject to concentrate on conflict resolution, which is the leader's tactic.

Long-term objectives for the topic focus more on organizational procedures for establishing mergers. The course aims to enable students to join other organizations that bring international students together. Based on this clarification, the leader has begun steps to carry out the plan using his current strategy.

This tactic is described as the method leaders use to accomplish organizational goals. [10] Leaders can influence others by fostering positive relationships with the organization's external environment, including other parties, constructing the right moment, and concentrating on utilizing existing systems and culture [6]. The chairman's job is undoubtedly filled with demands to manage and execute these processes so that the leader may comprehend the viewpoint and anticipate the upcoming strategy that will improve the organization's productivity. Of course, the leader's objective in carrying out the plan is to be able to awaken the excitement of the group's members. This organizational ethos can foster the conditions for a successful dyadic process [5].

5. Conclusion

A leader is indeed necessary for the operation of an organization. A leader committed to running a successful organization is necessary for student organizations that serve as a learning environment for their members. The organization will continue to exist and even have a method to attain goals if the leaders have commitment and voluntarism.

In the leadership process of the HMP chairperson, four values—humbleness, integrity, learning and growth, and courage—were acquired. The head of HMP puts these beliefs into practice to build a solid organization within and without. Additionally, this value supervises the accomplishment of organizational objectives for the management tenure. Members can easily and willingly follow the leader's movement when the leader has values supporting the subject position in the organization. The organization is still operating and performing well.

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